

#### MEMORANDUM

Date: January 30, 2009

To: Governor Chet Culver Lt. Governor Patty Judge

Secretary of Senate: Mike Marshall

Chief Clerk of the House: Mark Brandsgard

From: Iowa Economic Development Board

Bob Bocken, Chair

Re: 2008 IDED Annual Report

On behalf of the Iowa Economic Development Board, I submit the IDED Annual Report for your review. The report comes in two forms. The print version provides a brief overview of all of the department activities for Fiscal Year 2008.

Please access the **full** report at <u>www.iowalifechanging.com/annualreport</u> for information on:

- IDED Statutorily required program reports
- Program overviews
- Information about the Iowa Economic Development Board

#### **Statutory Reporting Requirements**

One of the statutory duties of the Iowa Economic Development Board is to file by January 31st each year an annual report with the General Assembly and the Governor. This 2008 IDED Annual Report is intended to meet the Department's consolidated reporting requirements established last year by 2008 lowa Acts. House File 2450 (see 2009 lowa Code §15.104(9)).

The Annual Report covers the activities during the preceding fiscal year (ending June 30, 2008) and includes all of the following required components:

- Financial assistance programs. Data on all assistance provided to business finance projects under the Community Economic Betterment Program established in section 15.317, eligible businesses under the High Quality Job Creation Program described in section 15.326, and eligible facilities under the Value-Added Agricultural Products and Processes Financial Assistance Program established in section 15E.111.
- Projects funded through the Grow lowa Values Fund. Data on business finance projects receiving moneys from the Grow Iowa Values Fund created in section 15G.108.

Chester J. Culver, Governor

IOWA DEPARTMENT OF ECONOMIC DEVELOPMENT

Patty Judge, Lieutenant Governor

- Industrial New Jobs Training Act. Data on all assistance or benefits provided under the Iowa Industrial New Jobs Training Act established in chapter 260E.
- Workforce development fund. The proposed allocation of moneys from the workforce development fund to be made for the next fiscal year for the programs and purposes contained in section 15.343, subsection 2.
- Employee training and retraining goals and objectives. Pursuant to section 15.108, subsection 6, the upcoming year's goals and objectives, including both short-term and long-term methods of improving program performance, creating employment opportunities for residents, and enhancing the delivery of services.
- Accelerated career education programs. The data related to the Accelerated Career Education Programs established in chapter 260G and the activities of those programs during the previous fiscal year.
- Coordination with community colleges and state board of regents.
   Pursuant to section 15.108, subsection 3, paragraph "a", subparagraph (1), an assessment of the degree to which the Department has coordinated with the community colleges and the state board of regents institutions in the avoidance of duplication of economic development efforts, including the degree to which there are future coordination needs.



**BUSINESS** 

RAVEL

CARFERS

**COMMUNITY DEVELOPMENT** 



About the IDED Board

#### **IDED** Reports

- **➤** Business Programs and Iowa Values Fund
- **➤** Workforce Training
- ➤ Endow Iowa
- Renewable Fuels
- ➤ Targeted Jobs Withholding
- ➤ Targeted Small Business
- ➤ Volunteer

## Targeted Programs and Initiatives

#### **Growing Community**

- ➤ Commission on Volunteer Services
- ➤ Downtown Resource Center/Main Street
- **➤** Endow lowa
- ➤ GreenStreets/
  Community Services
- ➤ Housing
- ➤ Vision Iowa

#### **Growing Business**

- ➤ International and
  Domestic Investment
- **➣** Film Office
- ➤ TSB Program
- ➤ Regulatory
- > International Trade
- **➤** Tourism Office
- **➤** Demonstration Fund
- ➤ Networking Fund

#### **Growing Workforce**

- ➤ Iowa Careers
  Consortium
- **→** IT Training Program
- ➤ Student Internship Program
- ➤ Workforce Training Programs





### Message from the Iowa Economic Development Board

#### Chair

On behalf of the Iowa Economic Development Board, it is an honor to respectfully submit this 2008 Annual Report of the Iowa Department of Economic Development (IDED). As a result of the passing of House File 2450 during the 2008 Legislative Session, most of the required reporting of the department has been aligned with the common reporting deadline of January 31 for the fiscal year ending on June 30 of the previous year. This 2008 Annual Report includes information on action taken July 1, 2007 – June 30, 2008. In addition to the IDED Reports, I encourage you to become more familiar with the department programs by reviewing the program overviews included in the Targeted Programs and Initiatives section.



The Iowa Economic Development Board is very proud of the accomplishments achieved during 2008 and will continue to work hard to foster growth and sustainability for Iowa's workforce, communities and businesses. We look forward to continuing to work with the department staff, Governor Culver and the Legislature to move Iowa forward.

Bob Bocken, Iowa Economic Development Board Chair

## **Message from the Director**

The lowa Department of Economic Development had a very successful year providing programs and services throughout lowa to sustain the economic growth and climate of the state. This report features results from July 1, 2007 – June 30, 2008. As a result of action taken during last year's lowa Legislative session, many of our required reports now have a common reporting date, which now allows the Department to issue one overall report on January 31.



IDED focuses all of our activities on community, business and workforce development which cover a very wide range of audiences. Some of these constituencies overlap, but many do not. This report provides an opportunity to fully understand the breadth and depth of activities coordinated by this department.

Community development activities are strongly focused on sustainability and the understanding that sustainable development is about coordination at the local, regional and state level. The efforts also need to reach beyond our natural resources and farmland to city parks, public gathering places, corridors, buildings and homes to create communities with character and an appealing identity. Great strides have been made to incorporate sustainable planning and practices throughout the Department activities. Read on and visit www.iowalifechanging.com/annualreport to learn more about these efforts.

Successful community development programs continued to expand as well. Main Street Iowa added four new cities to raise the total to 40 official Main Street Communities in Iowa. This concept was also expanded to a new "Urban Commercial District" program that provides assistance to a broader audience. The Neighborhood Resource Center was created to help foster the development of new neighborhood associations. Vision Iowa and the Community Attraction and Tourism programs also continued to support the development of new Iowa amenities.

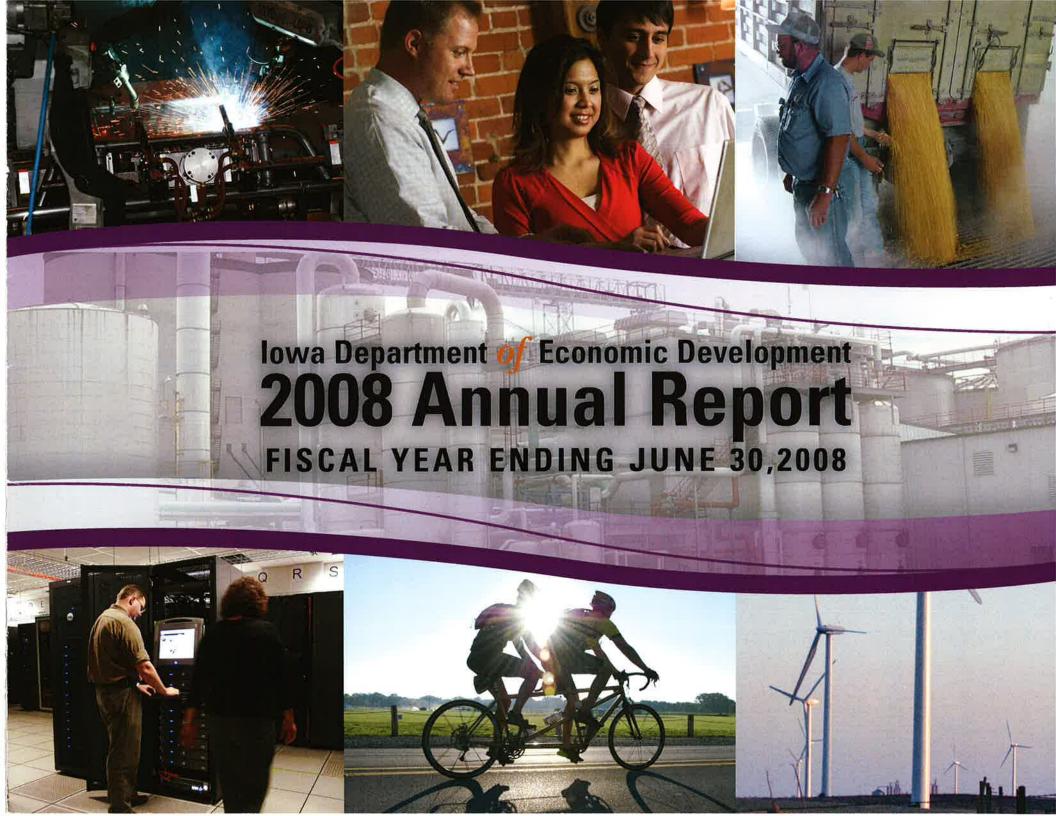
The newly created Innovation and Commercialization Division has designed and implemented new programs to foster entrepreneurship and develop the talent pool required to compete in the 21st century lowa economy. The newly formed Technology Commercialization Committee is now actively reviewing, advising and approving Demonstration Fund awards for lowa businesses to accelerate the commercialization of products in the targeted areas of advanced manufacturing, information technology and the biosciences. A strong relationship was also formed with the lowa Power Fund who is also working to provide funding for the advancement of technology in the renewable energy industries.

Skilled worker development is expanding in all areas, especially in developing curriculums and career path connections for lowa's students. Coordination with several state and local entities are expanding programs such as Project Lead the Way (an engineering curriculum for junior and senior high schools), as well as expanding internship opportunities to 150 college students in 77 small and medium sized lowa businesses.

Business development efforts showed good results from existing industry growth of Iowa companies to direct investment in Iowa from domestic and international firms. The continuum from identifying and working with a business prospect to awarding and closing a project can be a lengthy process. IDED Project Management, Finance and Legal and Compliance teams coordinate efforts to move efficiently move projects through the department processes with accountability, transparency and accuracy. Access the interactive Business Programs and Iowa Values Fund Searchable Database.

Other areas of business growth include expansion of film related projects taking place in Iowa. The development of the Iowa Film, Television and Video Project Program has placed Iowa as a prominent location on the national landscape for filmmakers. Iowa companies exporting their goods and services internationally also continues to grow, boasting a 20 percent increase from fiscal year 2007. The Targeted Small Business Program realized great success with a 186 percent increase over fiscal year 2007 of new and renewed applications for TSB certification. Procurement of TSB's by state agencies also hit an all-time high with over 62 percent of agencies meeting or exceeding their procurement goals.

This report provides an overview of the accomplishments of the Department and Iowa Economic Development Board from July 1, 2007 – June 30, 2008. The natural disasters and floods of 2008 were just happening as the fiscal year ended. While the seriousness of the situation was clear on June 30, the involvement and response by IDED was yet to be defined, and thus not included in this report.



## Message from the Iowa Economic Development Board Chair

On behalf of the Iowa Economic Development Board, it is an honor to respectfully submit this 2008 Annual Report of the Iowa Department of Economic Development (IDED). As a result of the passing of House File 2450 during the 2008 Legislative Session, most of the required reporting of the department has been aligned with the common reporting deadline of January 31 for the fiscal year ending on June 30 of the previous year. This 2008 Annual Report includes information on action taken July 1, 2007 – June 30, 2008. While this print publication provides an excellent overview of the wide range of the department activities, I strongly encourage you to visit www.iowalifechanging.com/annualreport for access to the full report and expanded program overviews.



The Iowa Economic Development Board is very proud of the accomplishments achieved during 2008 and will continue to work hard to foster growth and sustainability for Iowa's workforce, communities and businesses. We look forward to continuing to work with the department staff, Governor Culver and the Legislature to move Iowa forward.

Bob Bocken,

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**Iowa Economic Development Board Chair** 

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## Message from IDED Director Mike Tramontina

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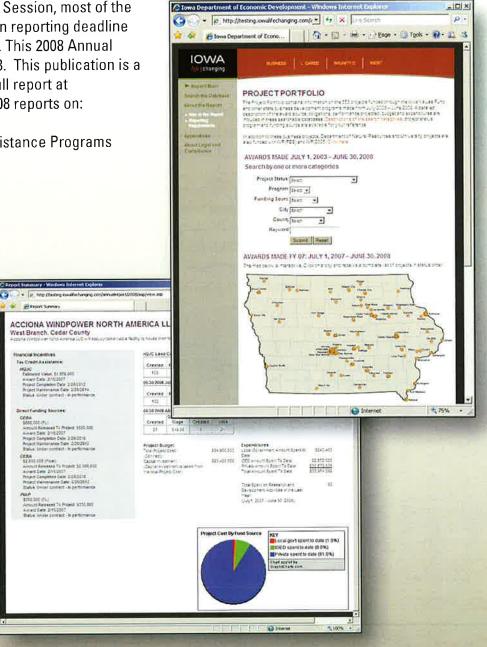
Access the full report at www.iowalifechanging.com/annualreport to view expanded program overviews and links to legislatively required reports.

## New in this 2008 Annual Report

As a result of the passing of House File 2450 during the 2008 Legislative Session, most of the required reporting of the department has been aligned with the common reporting deadline of January 31 for the fiscal year ending on June 30 of the previous year. This 2008 Annual Report includes information on action taken July 1, 2007 – June 30, 2008. This publication is a condensed overview of the department activities, please access the full report at www.iowalifechanging.com/annualreport. The Web site includes FY '08 reports on:

Financial Assistance Programs — Iowa Values Fund and Business Assistance Programs
Targeted Jobs Withholding Tax Credit Program
Targeted Industries Development — Financial Assistance
Targeted Small Business Activities
Renewable Fuel Programs
Industrial New Jobs Training Act
Workforce Development Fund
Employee Training and Retraining Goals and Objectives
Accelerated Career Education Programs
Coordination with Community Colleges and State Board of Regents
Endow Iowa Program

Access the full report at www.iowalifechanging.com/annualreport



## Additional Resources Online

Also included at www.iowalifechanging.com/annualreport are overviews on the following programs:

#### **Growing Community**

Commission on Volunteer Services
Downtown Resource Center/Main Street
Endow Iowa
GreenStreets/ Community Services
Housing
Vision Iowa

#### **Growing Business**

International and Domestic Investment
Film Office
TSB Program
Regulatory Assistance
International Trade
Tourism Office
Demonstration Fund

#### **Growing Workforce**

Iowa Careers Consortium IT Training Program Student Internship Program Workforce Training Programs Regent



## Community Development

lowa Department of Economic Development works to provide resources and support for the growth and sustainability of lowa communities. Strong communities provide the foundation for both business and population growth.

Sustainability has been a central theme of the Community Development Division with the completion of a Design for Lean Six Sigma event, which began the process of integrating sustainability and "green" programming into each of the division's teams. Throughout FY '08, the groundwork has



been done and the **lowa GreenStreets** requirements have been incorporated into the affordable housing, community facilities, Vision lowa/CAT and Main Street Challenge grant programs which provide guidance on energy efficiency, construction methods, water retention and on site advocacy. The **Tourism Office** is including green travel tips and information in the Travel Guide and Web sites and also presented a "green"



attraction award at their annual conference. The Downtown Resource Center's Downtown Summit emphasized sustainability as the central theme of the conference. The lowa **Commission on Volunteer Service** implemented an "lowa Green Corp" in cooperation with the lowa Department of Natural Resources, which provides energy efficiency and water retention project implementation for communities across the state. The City Development Board will be holding a "Smart Growth" retreat in order to understand strategies that work for both urban and rural areas of our state. The lowa Legislature provided an appropriation of \$500,000 to establish pilot community projects in the state to serve as demonstrations of sustainability to other communities. The cities of West Union and Woodbine were selected and are in the midst of design phases for their projects. The division applied for and received a USDA grant for a three year program which will provide training and support in sustainability for communities under 25,000 in population.

Strong communities provide the foundation for both business and population growth

Four new cities were added to the Main Street lowa program for a total of 40 official Main Street Communities. The newest members are Washington, Mt. Vernon, Belle Plaine and Woodbine. The new "Urban Commercial District" program enables the department to expand the Main Street lowa approach to urban commercial districts such as Beaverdale in Des Moines, Czech Village in Cedar Rapids and Village of East Davenport in Davenport. The City Development Board launched a new program called the "Neighborhood Resource Center." The Neighborhood Resource Center will help develop new neighborhood associations in communities without these types of organizations. The program will also provide support, training opportunities, roundtables, list serves and technical support to existing neighborhood associations across the state. Vision lowa provided the last of its available grant dollars to Mason City for the restoration of the last Frank Lloyd Wright hotel, library renovation, Wright interpretive center at the Stockman House and trail connection, as this extremely successful program exhausted the last of its funds. The Community Attraction and Tourism program remains popular with communities across the state as a diverse set of proposals continues to pour in. The new River Enhancement CAT program promises to bring lowans closer to our rivers, lakes and streams through recreation and cultural opportunities is also now in the planning stages. The Endow lowa program promotes philanthropic contributions to qualified community endowments and awarded more than \$3 million in Endow lowa tax credits, leveraging more than \$14 million in charitable giving from 1,881 separate donations to at least 68 separate community foundations and/or affiliates.

Vision Iowa/CAT	
Projects Funded	330
Investment	\$343 million
Leveraged	\$1.78 billion
Endow Iowa	
Private Donations	1,181
Dollars Leveraged	\$14 million
<b>Main Street Grant</b>	s
Projects Funded	14
Investment	\$800,000

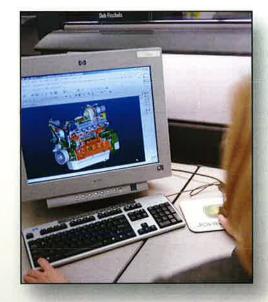


## Innovation and Commercialization

Innovation and Commercialization is a new division within the Iowa Department of Economic Development that was created to foster entrepreneurship and develop the talent pool required of the 21st century Iowa economy.

Fiscal year 2008 was a building year of both the team and programs to support these entrepreneurial and workforce goals. All hiring was completed and final rules for programs were developed (and amended) with all in place by November 2008. Because many of these programs were new, it was incumbent on the division to closely monitor the use of the programs, clarify expectations and move forward with collaborative efforts in the primary targets; increasing fundable deal flow activities and enhancing the talent pool.

Supporting entrepreneurship through innovation and commercialization comes in the form of the Demonstration Fund. The **Demonstration Fund** provides grants to accelerate commercialization of products by companies in three targeted industry clusters — bioscience, advanced manufacturing and information technology. The ever increasing demand for Demonstration Fund dollars supports the original premise that early-stage and higher risk capital is needed to support the development of technological innovations found in companies throughout the state. From November 2007 to June



2008, 38 companies applied for funding. After close review of the technology, markets and the management talent of each company, the Technology Commercialization Committee (TCC) **recommended 18 for funding**. Also of important value, was the TCC members willingness to review these applications, meet with the companies and offer sound advice. It was not uncommon for applicants returning two and three times, and TCC answering questions and providing additional information before the TCC provided approval of the project. Similarly, the IDED staff worked with the applicants and, overtime, the TCC recommended that the staff of the lowa **Business Accelerators** be involved as well because the accelerators and the statewide commercialization entity are critical components of the system needed to ensure entrepreneurial success. The success of the Demonstration Fund is yet to be determined, but the current demand has already depleted the FY '09 appropriation.

The ability of lowans to take advantage of the opportunities inherent in the New Economy must be enhanced, just as the numbers of skilled workers and management talent must be expanded. During FY '08 the Innovation and Commercialization program activities focused efforts and dollars to tackle this workforce challenge. Included in these efforts was the expansion of "Project Lead the Way" (an engineering curriculum for junior and senior high schools) into 24 additional sites, for a total of 77 sites offering this important curriculum. A close collaboration between the Iowa Department of Economic Development, Iowa Department of Education, the community colleges, as well as the Kern Foundation expanded this from a \$1,000,000 fund to a \$3,200,000 project.

The division solicited and funded three student academic competitions, a **career awareness** campaign and 150 internships in 77 small and medium sized Iowa companies in the advanced manufacturing, information technology and bioscience industries. **IT training** grants assisted 19 companies, training 347 workers with instruction provided by private training companies, universities and special vendor training offered outside of Iowa. Keeping IT skills current in a rapidly changing global environment is key to maintaining a competitive edge.

The division has also spent considerable time and effort on the development of a cluster-based approach to growth which identifies the unique advantages and builds on the strengths found in the distinct groups of competing and cooperating companies, suppliers, service providers and research institutions. The Iowa Department of Economic Development, Iowa Workforce Development and the Department of Education have and will continue to work closely to develop a vision that enhances success through carefully selected and coordinated efforts across departments. The division is now coordinating the business accelerator program and is focusing on collaboration with ongoing discussions ranging from training and cross pollination of staff to encouraging open innovation.

<b>Demonstration Fund</b>	
Projects Funded	18
IT Training Program	
Companies Funded	19
Workers Trained	347
Internship Program	
Companies Funded	77
Student Interns	150



"It is not the strongest of species that survive, nor the most intelligent, but ones most responsive to change."

- Charles Darwin Featured by the Kauffman Foundation

## **Business Development**

Fiscal year 2008 was a productive and successful year for business development. Outreach across lowa and the globe was at record levels with positive results across all division teams.

The **International Trade** team organized and managed a record 10 trade missions to 13 countries, including a Governor Culver led mission to China, with 31 lowa companies and organizations participating. Further, 71 lowa firms received financial assistance from the Export Trade Assistance Program (ETAP) resulting in over \$2 billion in immediate sales and an anticipated \$15 billion in future sales. The State of Iowa total **exports for FY '08 were \$11 billion**, a 20 percent increase from FY '07. The international trade team also conducted over 100 company visits within Iowa and held eight in-house seminars.

The **Business Assistance** team provides non-regulatory consultation on regulatory topics, issues and assistance working and communicating with regulatory agencies. The team provided strong internal support to the project management staff, but more importantly, the efforts in outreach to lowans was significant. The team had over 4,000 technical assistance contacts with lowans on subjects ranging from licensing and permitting to Brownfield redevelopment and water quality. The team held six statewide demolition and construction seminars that were attended by over 400 professionals. Further the lowa Department of Economic Development,

in cooperation with the Iowa Department of Natural Resources, established the Water Quality Advocate Program to act as a non-regulatory liaison on water quality compliance, issues and resources to the regulated public.

International Trade	
Iowa Exports	\$11 billion
Trade Missions	10
Film Office	
Major Projects	7
<b>Targeted Small Business</b>	
Companies Funded	28
Investment	\$903,500



Outreach across Iowa and the globe was at record levels with positive results across all division teams

## Access the full report at www.iowalifechanging.com/annualreport

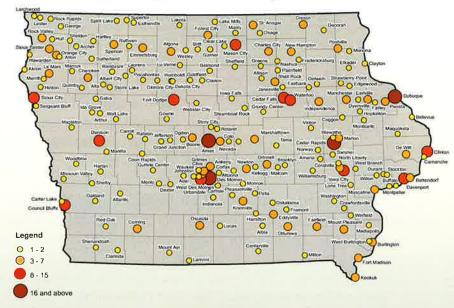
The **lowa Film Office** assisted the completion of seven major projects throughout lowa. Of these, five were feature films, one was a broadcast series and the other a DVD companion set to the television series. This was a threefold increase from prior years. This increase in activity can be directly attributed to the recent passage of the lowa Film, Television and Video Project Program, which provides tax incentives for projects taking place in lowa. Major productions of "Peacock," "Winning Favor," "Sugar," "South Dakota" and "16 to Life" were shot across the state in communities such as Burlington, Odebolt, Orange City, McGregor, Earlham and Davenport. The impact of this growing sector is being felt throughout the state.

The **Targeted Small Business Program** made significant progress in FY '08. The purpose of the Targeted Small Business Financial Assistance Program (TSBFAP) is to provide financial aid to women, minorities and persons with disabilities who are majority owners of businesses certified by the lowa Department of Inspection and Appeals. The Department of Inspections and Appeals reported for FY '08, they approved 350 new and renewal applications for full or conditional certification, an increase of 186 percent over FY '07. The program awarded 28 targeted small businesses (TSBs) with low interest loans totaling \$903,500. Procurement of TSBs by state agencies hit an all-time high as well with over 62 percent of agencies not only meeting, but exceeding their FY '08 goals by a total of over \$6 million.

The **Project Management and Finance** teams managed an average of 462 active projects and leads for FY '08 with 109 of these approved by the lowa Economic Development Board for financial assistance. These awarded projects resulted in a pledge of \$3.1 billion in new capital investment, estimated 7,932 new or retained positions, which met or exceeded the qualifying wage and benefit thresholds for their respective counties and an additional 1,689 non-incented pledged jobs. In addition, marketing activities included 10 "Sell lowa" trips with 215 face-to-face meetings with clients. Of these, 61 meetings were with existing industry headquarters, 95 meetings with new prospects and 59 meetings with service providers (site location consultants). IDED's presence at nine targeted industry trade shows resulted in over 40 new client leads for lowa.

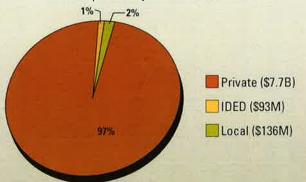
#### **IOWA VALUES FUND AWARDED PROJECTS**

Location and Number of Awards Made Since the Inception of the Program (2003 - 2008)



#### **Reported Expenditures**

Private vs. Local vs. IDED
July 1, 2003 - June 30, 2008
Total Reported Expenditures \$7,972,649,109



Note: IDED expenditures are reported by the business and are not verified by IDED until "project completion." This amount may contain direct financial assistance and awarded tax benefits.

## Director's Office — Legal and Compliance



The Legal and Compliance team was established on July 1, 2005. Legal and Compliance is part of the director's office, reporting to the General Counsel. The compliance team is responsible for all post award activities for the department's job creation programs, Innovation and Commercialization (I & C) Division programs and Renewable Fuel Infrastructure programs.

The General Counsel provides legal advice to the department's four divisions, the director's office, and approximately ten boards, committees and commissions associated with the agency. Other legal services provided include managing the Compliance Team, supervising all department rulemaking and providing legal and compliance services to the Office of Energy Independence for the Power Fund contracts.

The Legal and Compliance Team works to ensure that projects not meeting their contractual obligations return the appropriate amount of funding back to the department plus penalty interest. If the Legal and Compliance Team is unable to collect payment, the Project and the outstanding amounts are passed on to our Collections Team. Through June 30, 2008, Legal and Compliance collected \$3.5 million.

From fiscal year 2003 through fiscal year 2008, the department has made 553 awards to lowa companies. 277 of the awarded projects were planned in communities of less than 10,000, while the other 276 projects were awarded to communities larger than 10,000. Of these awards, 336 projects are actively working to create / retain 25,482 jobs that will meet or exceed the qualifying wage threshold requirements of the programs. The remaining 217 projects are: too new to report, in negotiations, not proceeding or are closed.

As of June 30, 2008, the Legal and Compliance Team total contract portfolio consisted of 841 awards for the following programs:

2008 on-line annual report — accountable, transparent and understandable

IVF/Business	
Awards	553
Direct Financing	\$188 million
I & C	
Awards	131
Direct Financing	\$4 million
Renewable Fuel	
Awards	157
Direct Financing	\$4.1 million

## Iowa Economic Development Board — Voting Members (January 2009)

#### Bob Bocken (D) Chair

Fort Dodge, lowa Executive - Farner-Bocken Co. Years on board: seven Representing the private, for-profit sector

#### John Lisle (R) Vice Chair

Clarinda, Iowa Executive - Lisle Corporation Years on board: three Representing advanced manufacturing

#### Peg Armstrong-Gustafson (D)

Waukee, Iowa Founder and Owner - Amson Technology, LC Years on board: three Representing technology

#### Curtis Baugh (N)

Pella, Iowa Owner - Pella Art and Graphics Years on board: two Representing marketing

#### John Bickel (D)

Cedar Rapids Shuttleworth & Ingersoll Years on board: new Representing Labor

#### Linda Bloodsworth (D)

Davenport, Iowa President - QC Metallurgical Laboratory Years on board: four Representing small business development

#### Joni Boone (R)

Des Moines, Iowa Senior Client Service Associate - Principal Financial Group Years on board: two Representing less than 30 yrs of age

#### Jerry Courtney (R)

Burlington, Iowa Financial Representative - Northwestern Mutual Financial Network Years on board: four Representing finance and insurance

#### Nancy Dunkel (D)

Dyersville, Iowa Market President - Fidelity Bank and Trust, Dubuque Years on board: five Representing finance, insurance or investment banking

#### William "Bill" Gerhard (D)

Iowa City, Iowa Union Representative Years on board: two Representing labor

#### Cindi Keithley (N)

Council Bluffs, Iowa Certified Financial Planning Practitioner Years on board: four Representing finance and insurance

#### Ruth MacDonald (R)

Ames, Iowa Professor and Department Chair - Iowa State University Years on board: one Representing life sciences

#### Robert G. Riley, Jr. (D)

Des Moines, Iowa President and CEO - Feed Energy Company Years on board: one Representing statewide agriculture

#### Marcia Rogers (D)

Cedar Rapids, Iowa President - Management Resource Group, LTD Years on board: six Representing entrepreneurship

#### Toby Shine (R)

Spencer, Iowa President - Shine Brothers Corporation Years on board: five Representing resource recovery

#### **Ex-Officio Members**

#### Ben J. Allen

Cedar Falls, Iowa President - University of Northern Iowa Years on board: one Representing State Board of Regents

#### M.J. Dolan

Des Moines, Iowa Executive Director - Iowa Association of Community College Trustees Years on board: two Representing Iowa Association of Community College Trustees

#### **Gary Steinke**

Des Moines, Iowa Executive Director - Iowa Association of Independent Colleges and Universities Years on board: one

#### Representative Clarence Hoffman (R)

Denison, IA State Representative Years on board: four

#### Representative Philip Wise (D)

Keokuk, Iowa State Representative Years on board: eight

#### Senator E. Thurman Gaskill (R)

Corwith, Iowa State Senator Years on board: eight

#### Senator Tom Courtney (D)

Burlington, IA State Senator Years on board: four

Access the full report at www.iowalifechanging.com/annualreport

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Iowa Department of Economic Development

200 East Grand Avenue Des Moines, Iowa 50322

www.iowalifechanging.com

